Convergence of IT and Facilities Systems for Cost Savings Focus on Data Driven Decision Making at Soka University of America



Inland Empire Tech Week 2009

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Soka University of America





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Soka University Master Plan



Facts about the Soka Campus Facilities

- > Phase I:
 - > 18 Buildings (800,000 SF)
 - > 10 Academic & Administrative Buildings
 - > 8 Residential Buildings
- Full build-out (next 20 years):
 - > 19 Academic & Administrative Buildings
 - > 17 Residential Buildings
 - > 36 Buildings (1.2 million SF)

SOKA UNIVERSITY

Facility Service Levels and Data Requirements

This matrix is a description of Facilities Management Service Levels with relation to budget and condition of facilities metrics. The budget metric is expressed as Budget divided by Current Replacement Value. The statistical modeling that APPA has done including the Strategic Assessment Model has shown this to be a reliable indicator in terms of level of service.

The other significant variable is the condition of facilities expressed as a Facility Condition Index (FCI). The FCI is the total amount of Capital Renewal and Deferred Maintenance needs divided by the Current Replacement Value (CRV) of the facilities. Since the Soka facilities are new and any capital renewal needs to date have been satisfied from the operating budget, the corresponding levels of service would be expectedly high. However, the fact that high levels of service are being performed for much less than most institutions struggling to provide basic services within their budget constraints speaks well of the Soka's facilities services fiscal management performance.

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IITIAC	SARVICA	

2

Level

Description	Showpiece Facility	Comprehensive Stewardship	Managed Care	Reactive Management	
Customer Service & Response Time	Able to respond to virtually any service; immediate response	Response to most service needs, typically in a week	Services available only by reducing maintenance; response times of one month or less	Services available only by reducing maintenance; response times of one year or less	
Customer Satisfaction	Proud of facilities; have a high level of trust for the facilities organization	Satisfied with facilities related services; usually complimentary of staff	Basic level of facilities care. Able to perform mission duties. Lack of pride in physical environment	Generally critical of cost, responsiveness, and quality of facilities services	
PM vs. CM	100%	75 – 100%	50 – 75%	25 – 50%	
Maintenance Mix	All PM is scheduled and performed on time. Emergencies (e.g. power outages) are infrequent and handled efficiently	A well developed PM program; PM done less than defined schedule. Occasional emergencies caused by equipment failures, etc.	Reactive maintenance high due to systems failing. High number of emergencies causes reports to upper management	Worn-out systems require staff to be scheduled to react to failure. PM work consists of simple tasks done inconsistently	
Aesthetics, Interior	Like new finishes	Clean, crisp finishes	Average finishes	Dingy finishes	
Aesthetics, Exterior	Windows, doors, trim, exterior walls are like new	Watertight, good clean appearance of exterior	Minor leaks and blemishes; average exterior appearance	Somewhat drafty and leaky, rough-looking exterior	
Aesthetics, Lighting	Bright and clean, attractive lighting	Bright and clean attractive lighting	Small percentage of lights out; generally well lit and clean	Numerous lights out; missing diffusers; secondary areas dark	
	Maintenance activities appear	Maintenance activities appear	Maintenance activities appear to be somewhat organized, but remain	Maintenance activities are somewhat	

		Stewardship		
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Service Efficiency	Maintenance activities appear highly organized and focused. Service and maintenance calls are responded to immediately	Maintenance activities appear organized with direction. Service and maintenance calls are responded to in a timely manner	Maintenance activities appear to be somewhat organized, but remain people dependant. Service/maintenance calls are sporadic w/out apparent cause	Maintenance activities are somewhat chaotic and people dependant. Service/maintenance calls are typically not responded to in a timely manner
Building Systems' Reliability	Breakdown maintenance is rare and limited to vandalism and abuse repairs	Breakdown maintenance is limited to system components short of MTBF	Building and systems components periodically or often fail	Systems unreliable. Constant need for repair. Backlog repair exceeds resources
Operating Budget as % of CRV	>4.0	3.5 – 4.0	3.0 – 3.5	2.5 – 3.0
Campus Average FCI	<0.05	0.06 - 0.15	0.15 - 0.29	0.30 - 0.50

Southern California Liberal Arts College "X" 2005 Organizational Effectiveness Comparison

A local private and prestigious liberal arts university used a very sophisticated facilities management performance assessment tool two years ago in order to determine what their department should be focusing on during an organizational leadership change. They use an in-house workforce model.

The results revealed significant opportunities for improvement in most all areas of service delivery. This performance assessment process was repeated in 2005 and although some advancement opportunities were accomplished, the overall performance of that organization had not notably progressed. This is not unusual for the pace of change of in-house workforce models due to resistance, complacency, and feeling of job security entitlement. Nonetheless, the assessment toll focused on the five basic areas of Facilities Management as shown on the first page and the "Rollup Score" was 38%. A score at this level reflects average "tactical" performance and what is existent in most Higher Education Facilities departments due to level of funding and condition of facilities.

Southern California Liberal Arts College "X" 2005 Scoring Was Completed in Five Groups

> Organization & People

- > Training
- Structure
- Contract Management
- Craft skills

Systems

- > CMMS
- > Parts & Supply
- Planning & Scheduling
- Work Order Process

Proactive Approach

- Preventive Maintenance
- Predictive Maintenance
- Proactive Maintenance
- Reactive Maintenance

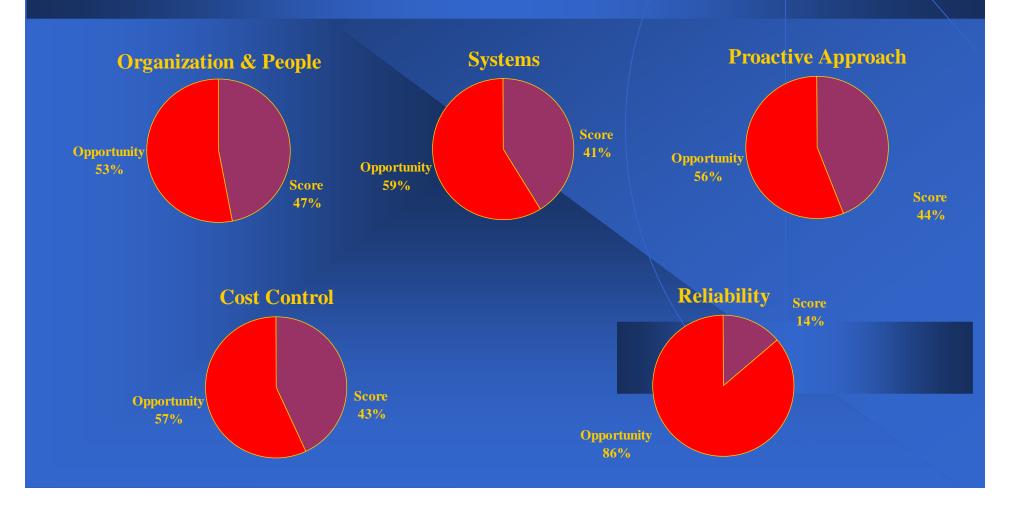
Cost Control

- Budget
- Facility Management
- > Energy Management
- Craft & Resource Utilization

Reliability

- > Equipment History
- Condition Based Maintenance
- Failure Mode Analysis
- > Metrics/KPI's

Southern California Liberal Arts College X 2005 Maintenance "Rollup" Effectiveness Score is 38%



Soka University Organizational Effectiveness

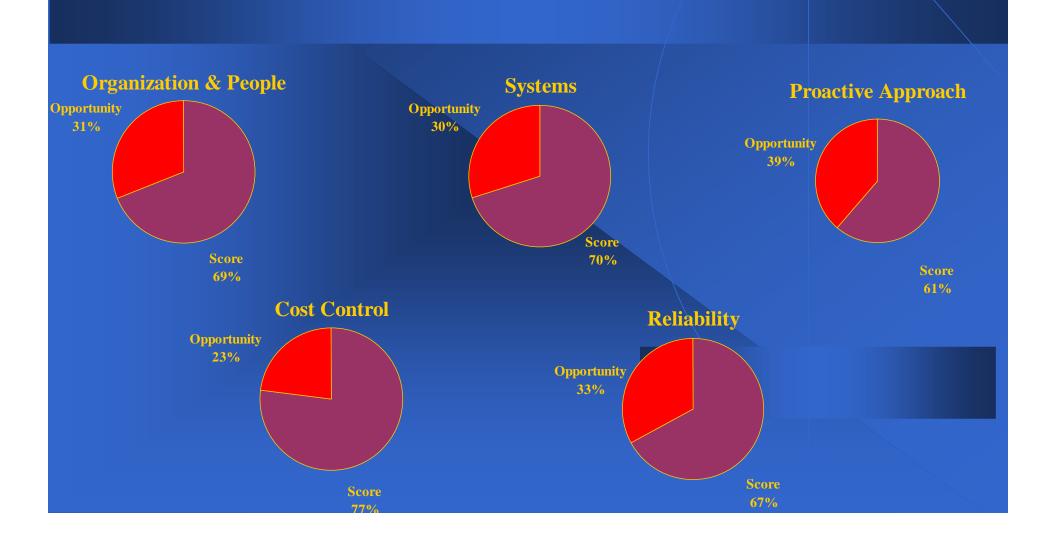
These results are from the same performance assessment tool as University "X's". The overall "rollup" score is 69%. A score at this level demonstrates the incorporation of "Strategic" management into the routine work flow and operations. What this means is that there is a more optimum use of available resources. The progress made in organizational effectiveness from "tactical" to "strategic" compared to University "X" over the last two years is dramatic. This is largely due to the amount of leadership and know-how that Soka's outsource provider, Facilities Services Partners, has brought to the campus. These results support the prior two sections of comparative costs and levels of services accordingly.

Soka University Organizational Effectiveness Scoring Was Completed in Five Groups

- Organization & People
 - > Training
 - > Structure
 - ContractManagement
 - Craft skills
- > Systems
 - > CMMS
 - Parts & Supply
 - Planning & Scheduling
 - Work Order Process
- Proactive Approach
 - Preventive Maintenance
 - Predictive Maintenance
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 - Reactive Maintenance

- Cost Control
 - **Budget**
 - Facility Management
 - > Energy Management
 - Craft & Resource Utilization
- Reliability
 - Equipment History
 - Condition Based Maintenance
 - Failure ModeAnalysis
 - Metrics/KPI's

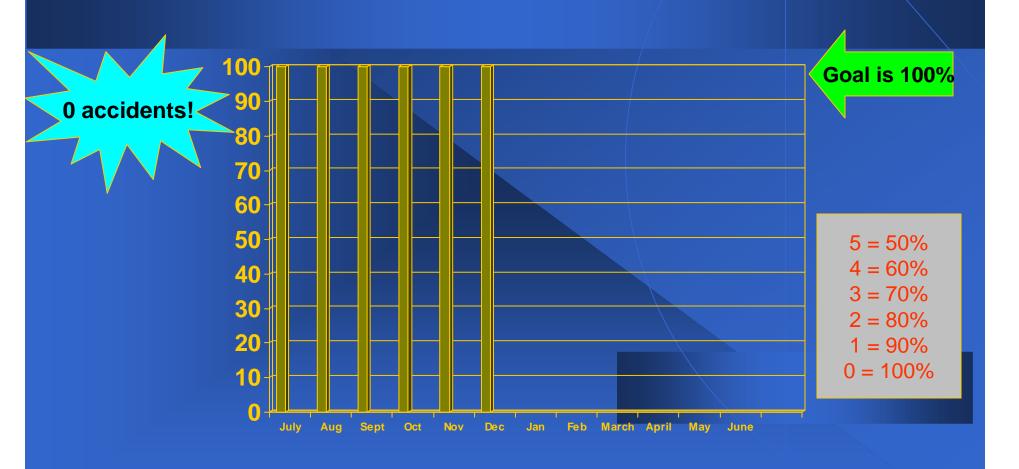
Soka University Organizational Effectiveness Score is 69%



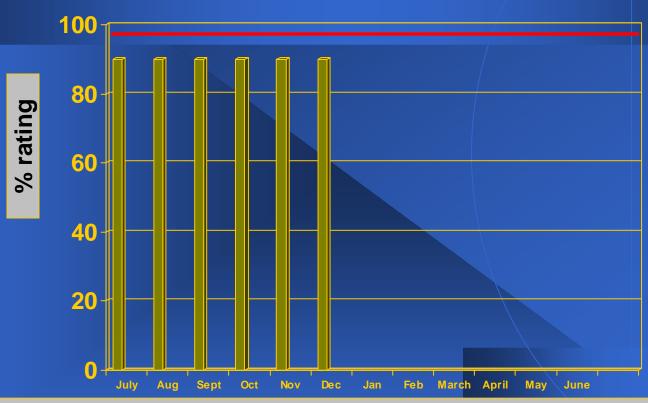
Key Performance Indicators (KPI's)

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Safety: 39 employees (37 = F/T & 2 = P/T) # of lost time accidents



Customer Satisfaction 90% customers satisfied or very satisfied with Help Line requests



Goal is 80% or higher

Rating chart:

1 = 20% (Extremely dissatisfied) 3 = 60% (Less than satisfied)

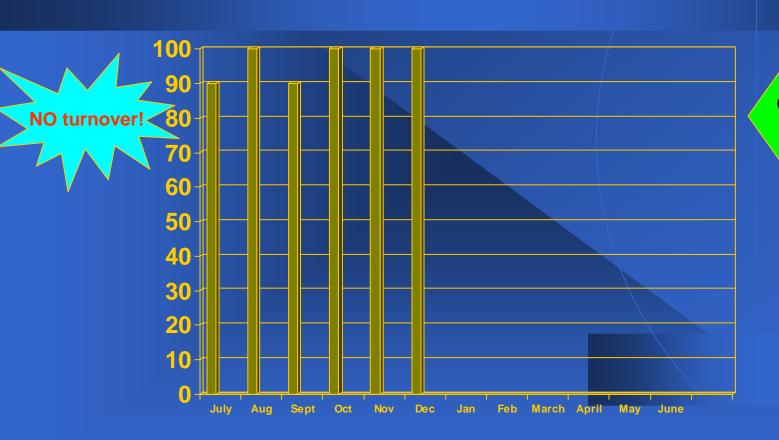
5 = 90% (Very satisfied)

2 = 40% (Very dissatisfied)

4 = 80% (Satisfied)

6 = 100% (Extremely satisfied)

Employee Satisfaction 37 FT & 2 PT employees Composite % of turnover (voluntary & involuntary)



Goal is 80% or higher

5 = 50%

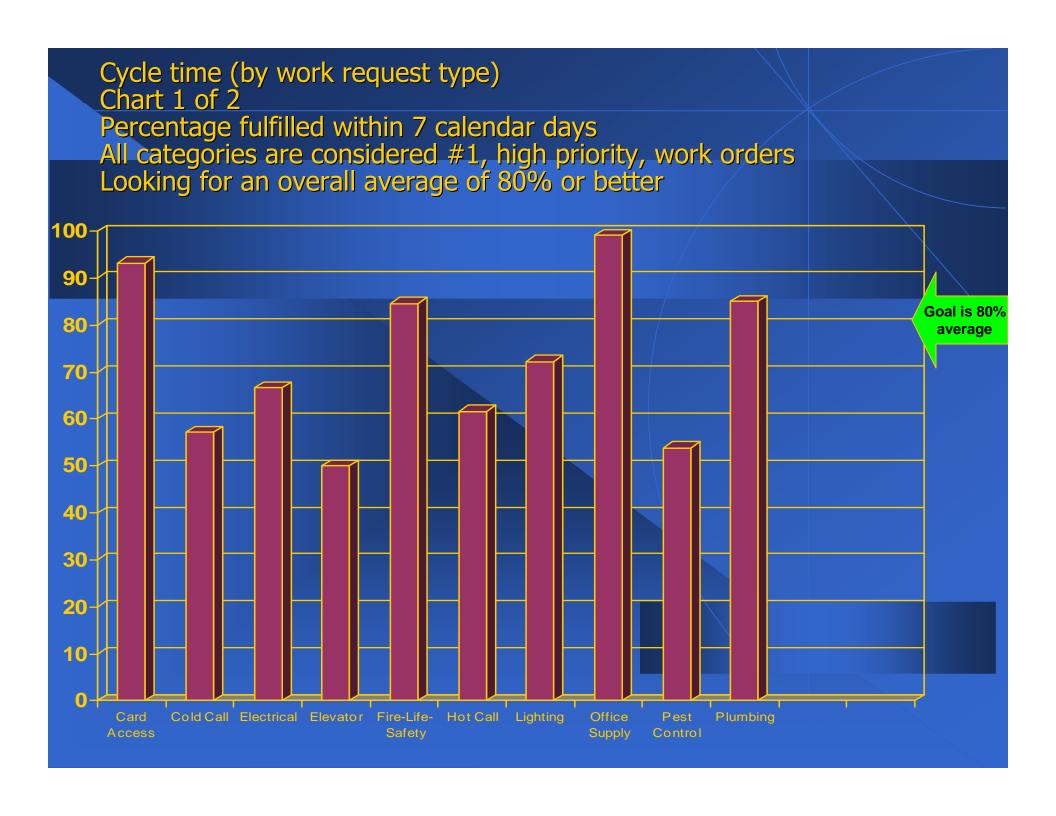
4 = 60%

3 = 70%

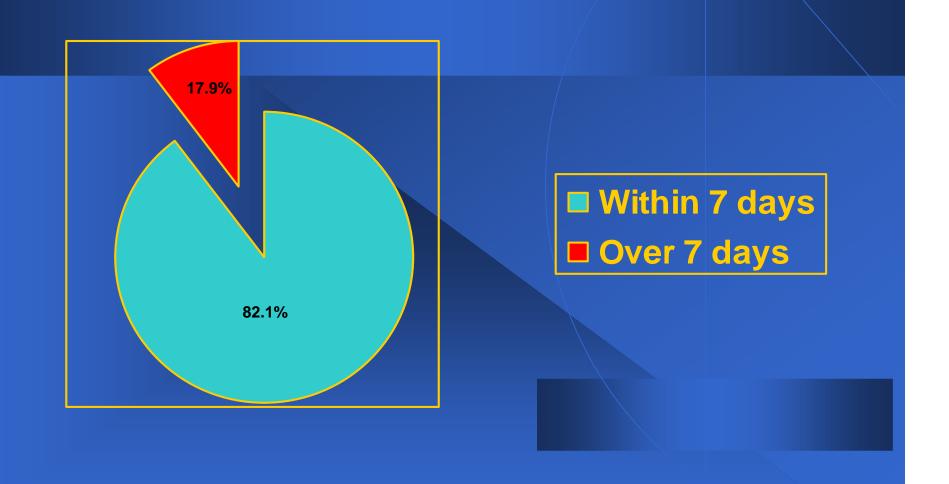
2 = 80%

1 = 90%

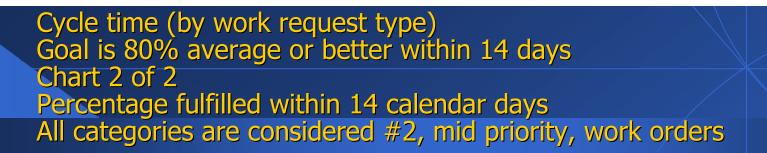
0 = 100%

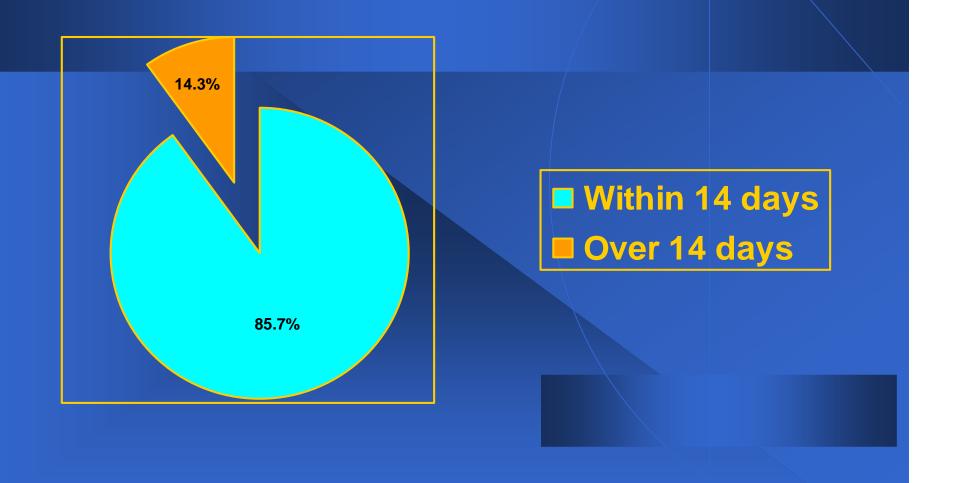


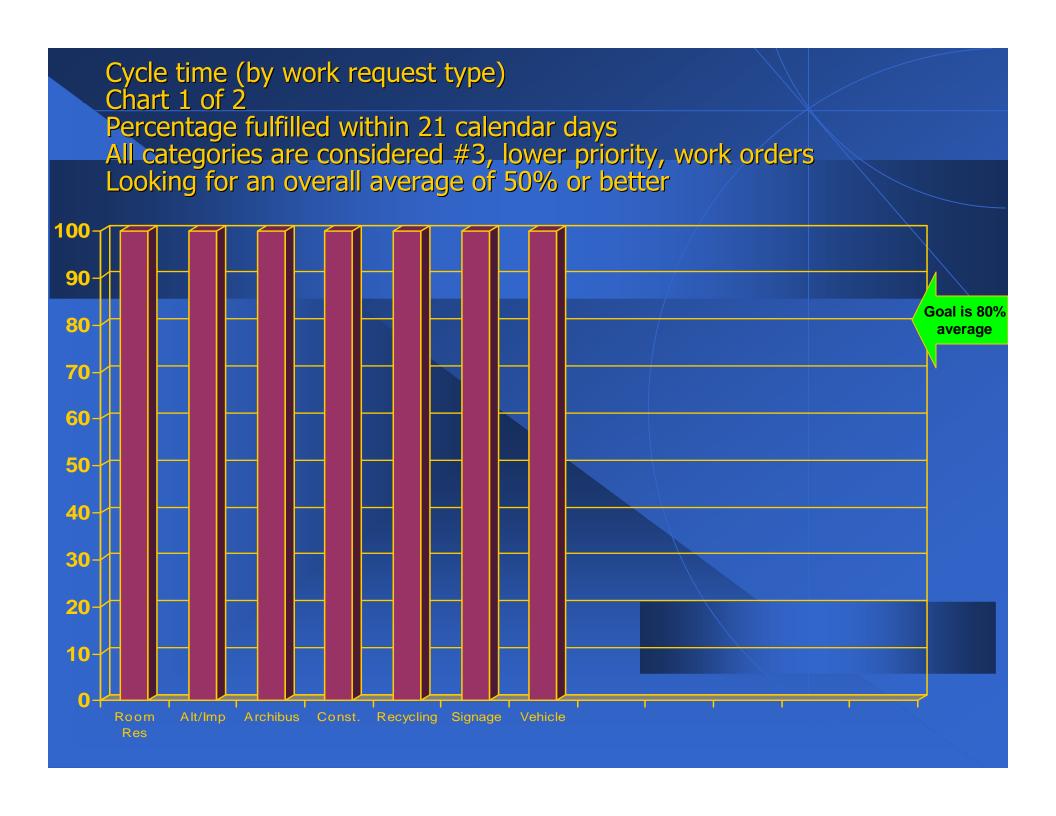
Cycle time (by work request type)
Goal is 80% average or better within 7 days
Chart 2 of 2
Percentage fulfilled within 7 calendar days
All categories are considered #1, high priority, work orders

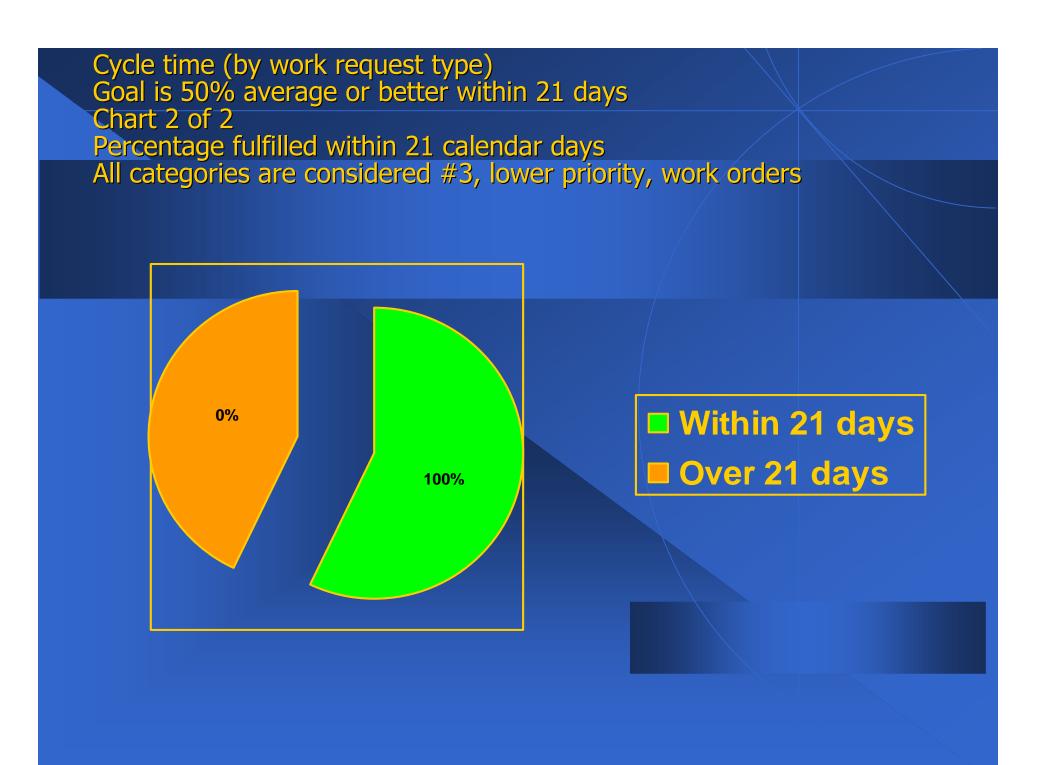












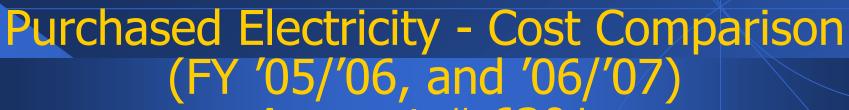
Monthly Performance Metrics

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Purchased Electricity - kWh Comparison (FY '05/'06, & '06/'07) Account # 6301

kWh



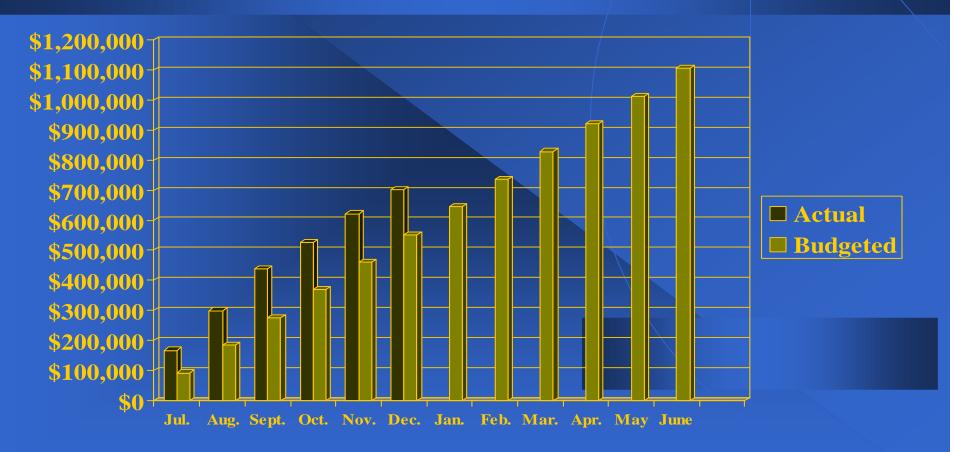


Cost

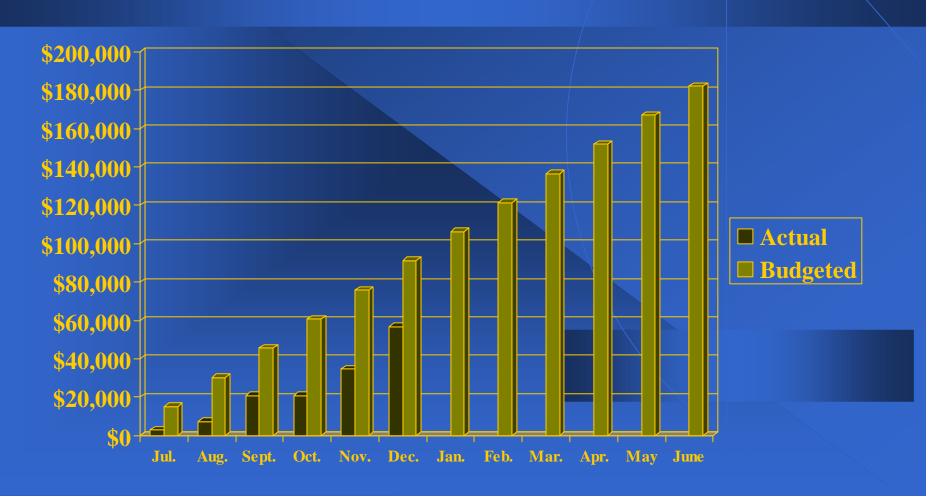


Note: October 2003 received a one-time credit of \$49.855.30.

Purchased Utilities – ELECTRIC FY '06-'07 CUMULATIVE figures through month shown (per Soka's Budget Transaction Detail) Account # 6301



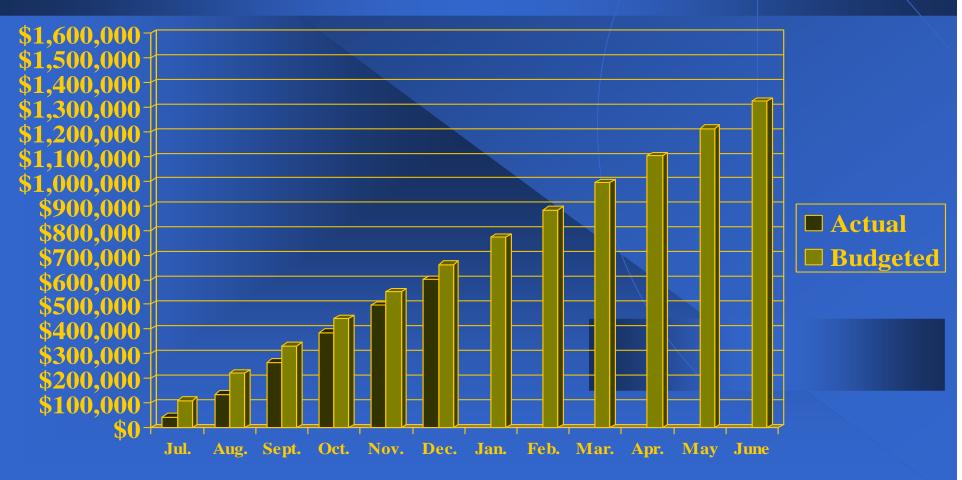
Purchased Utilities – GAS FY '06-'07 CUMULATIVE figures through month shown (per Soka's Budget Transaction Detail) Account # 6302



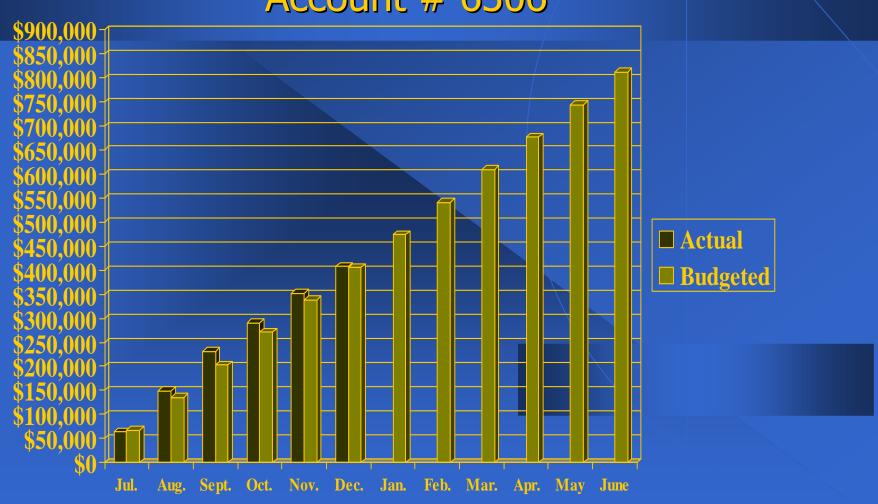
Purchased Utilities – WATER FY '06-'07 CUMULATIVE figures through month shown (per Soka's Budget Transaction Detail) Account # 6305



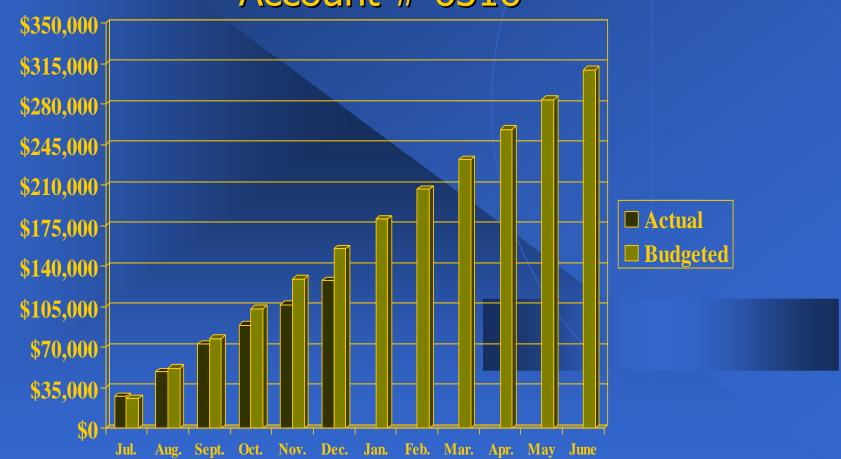
Maintenance (Labor & Materials) FY '06-'07 CUMULATIVE figures through month shown (per Soka's Budget Transaction Detail) Account # 6310



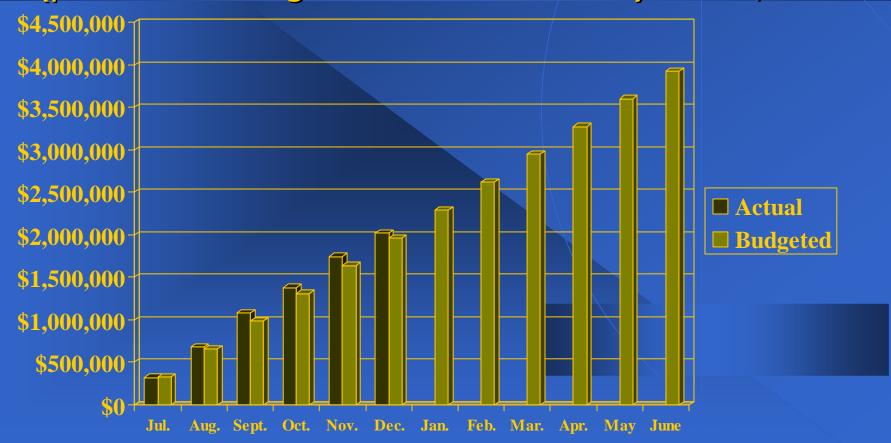
Custodial (Labor & Materials) FY '06-'07 CUMULATIVE figures through month shown (per Soka's Budget Transaction Detail) Account # 6306



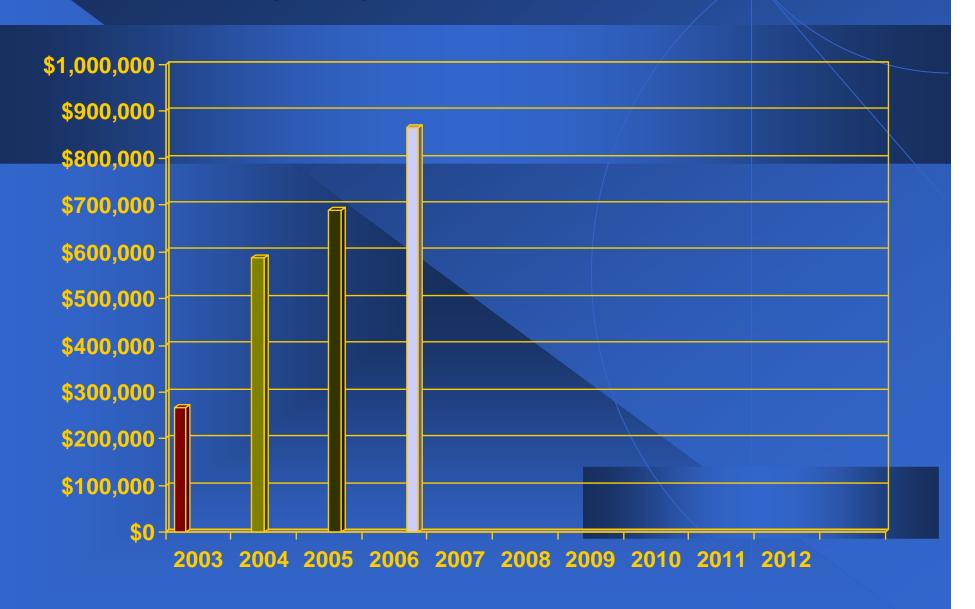
Shipping/Rcv'g/CBORD/Mailroom (Labor & Materials) FY '06-'07 CUMULATIVE figures through month shown (per Soka's Budget Transaction Detail) Account # 6316



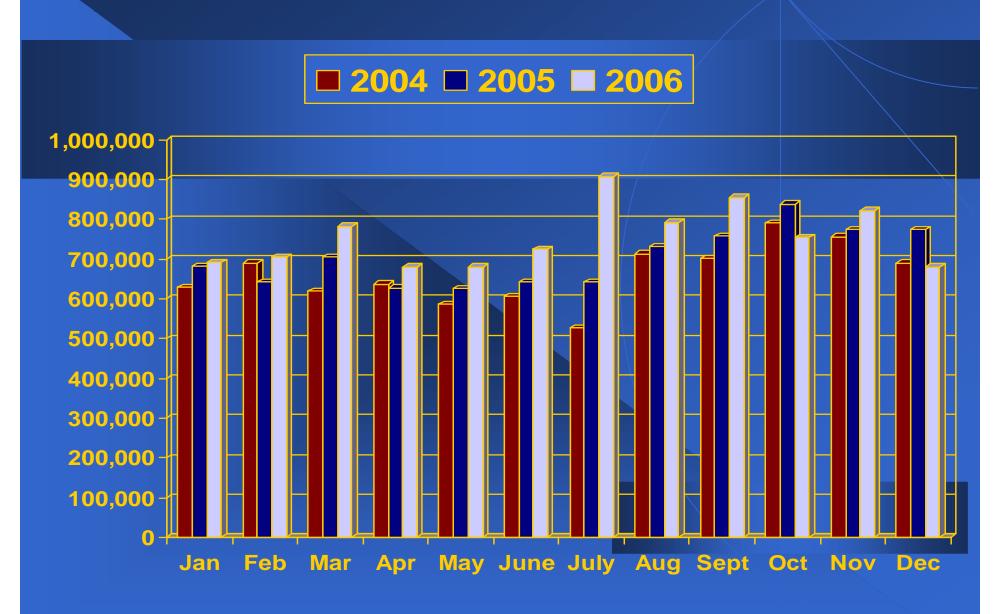
Total Operating Budget per month
(Maint.,Custodial, Ship/Rcv'g./Mailroom, CBORD,
Electric, Gas, Water & Capital)
CUMULATIVE figures through month shown
(per Soka's Budget Transaction Detail) FY '06/'07



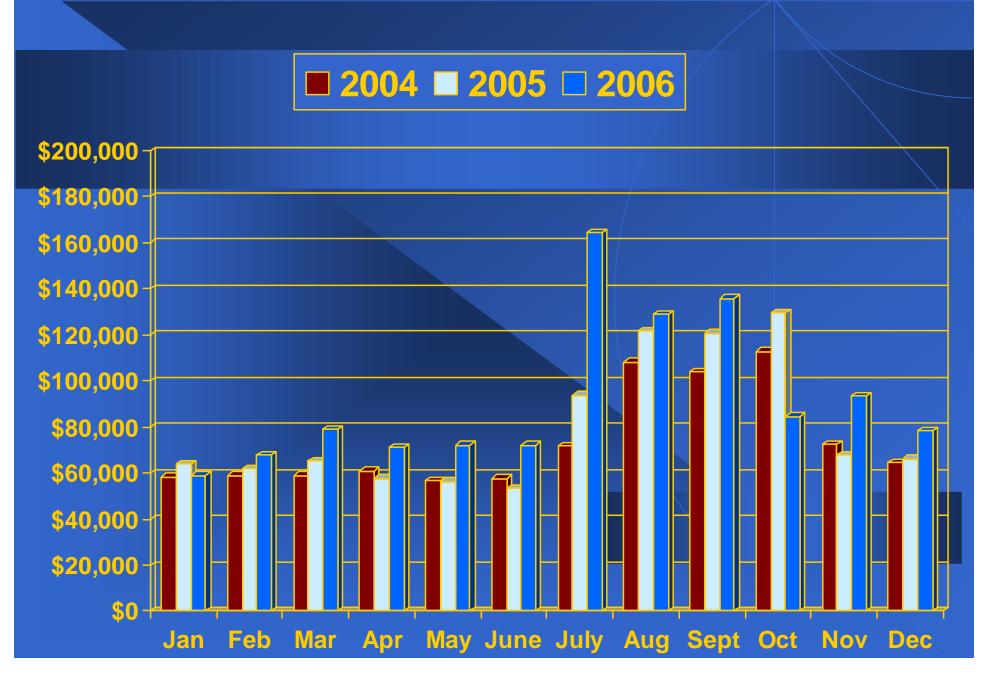




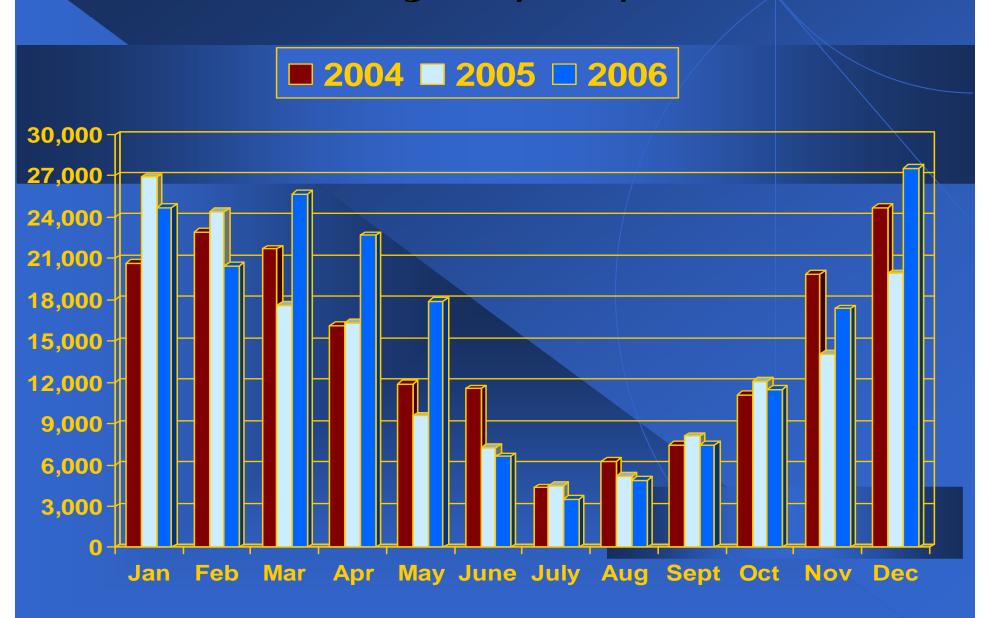
Electricity Usage 3-year period



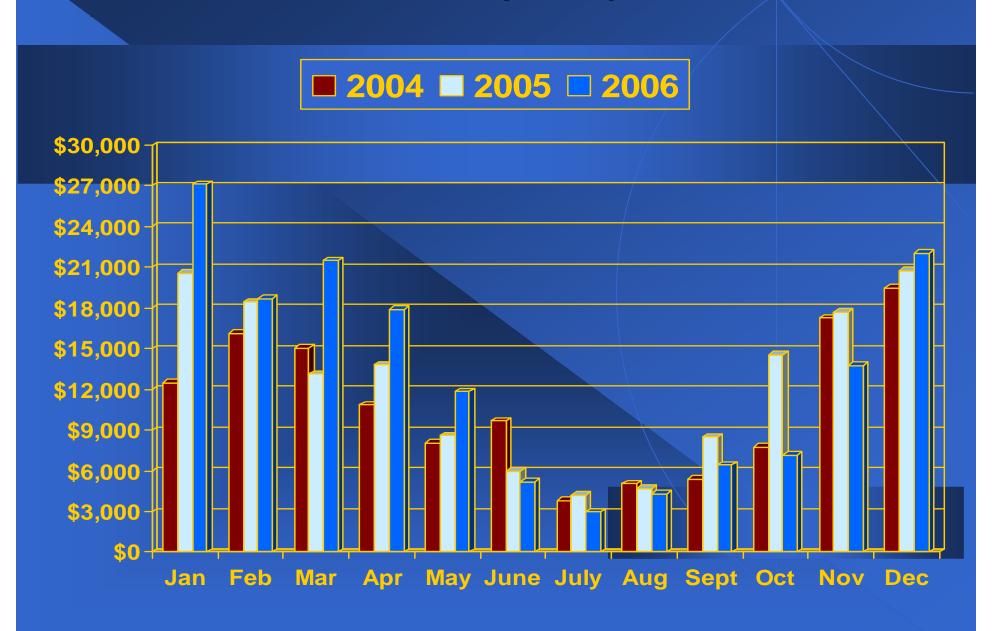
Electricity Cost 3-year period



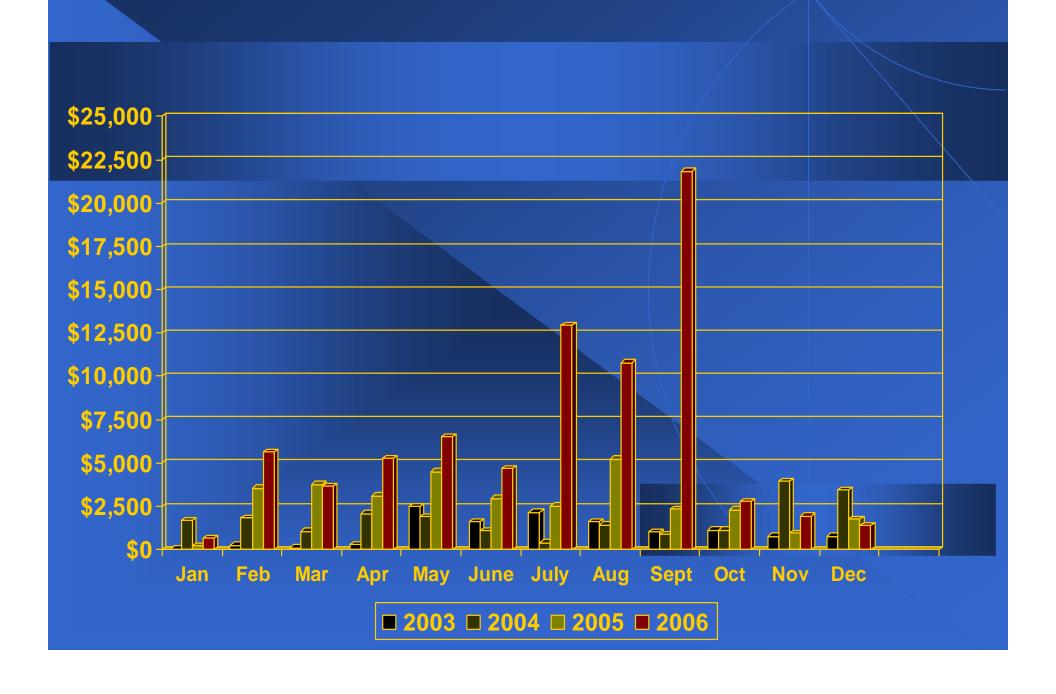
Gas Usage 3-year period



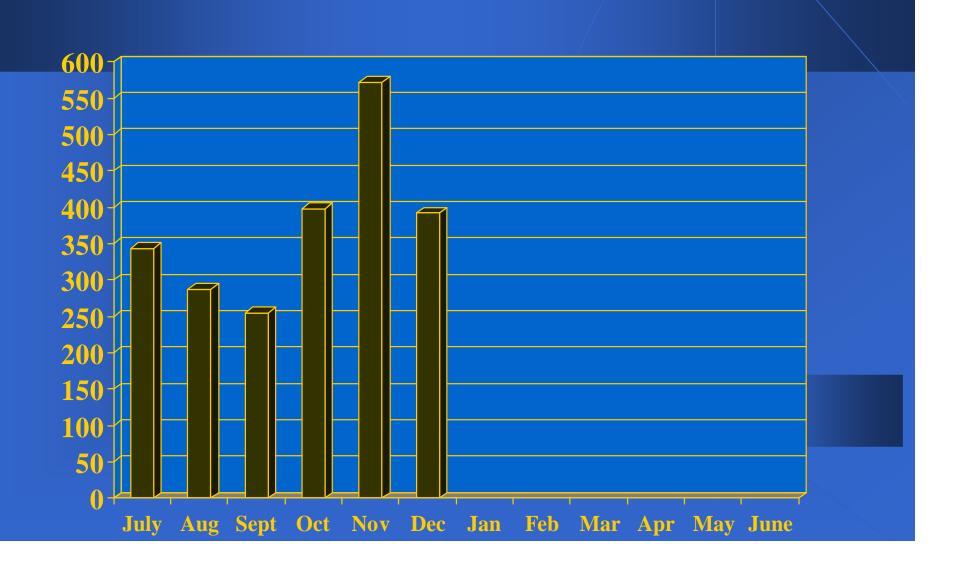
Gas Cost 3-year period



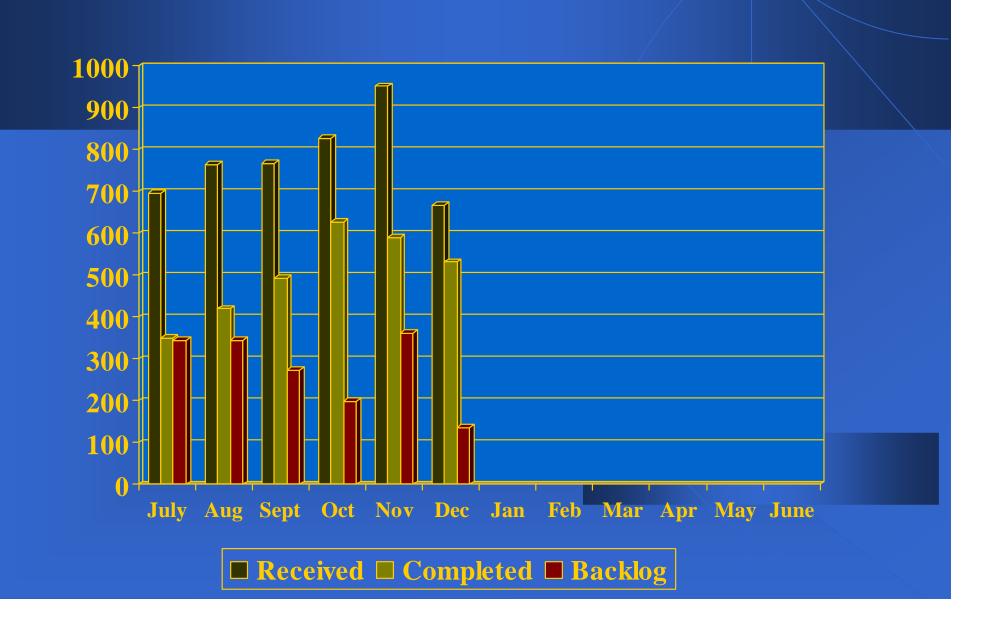
Event Support 2003 - 2006



Preventative Maintenance (PM) requests received – FY '06 – '07



ALL work requests received and completed – FY '06 – '07



Facilities: Customer Service Surveys FY '05/'06

- July '06 351 surveys sent, 52 received back.
- August '06 764 surveys sent, 77 received back.
- September '06 766 surveys sent, 91 received back.
- October '06 826 surveys sent, 50 received back.
- November '06 951 surveys sent, 35 received back.
- December '06 668 surveys sent, 33 received back.

Ratings chart

1 = Extremely dissatisfied

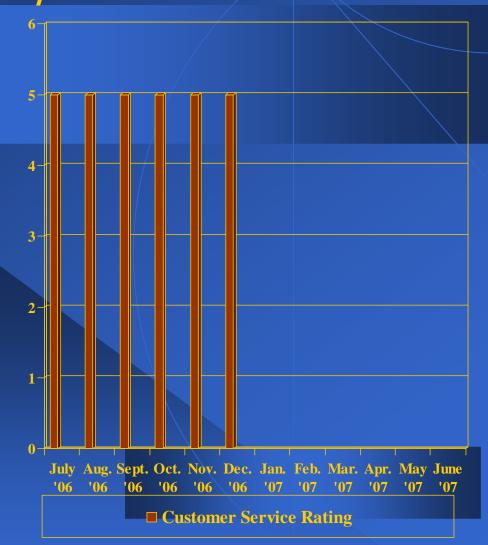
2 = Very dissatisfied

3 = Less than satisfied

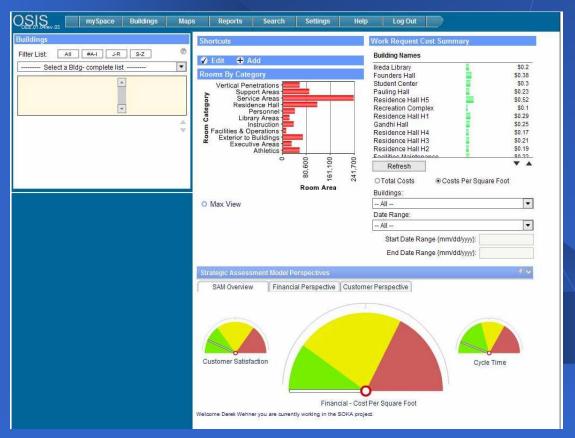
4 = Satisfied

5 = Very satisfied

6 = Extremely satisfied



Soka Digital Dashboard Gauge Technology



Deployment

APPA Facilities Performance Indicators

- Incorporates features from both Baldrige National Quality Award & Balanced Scorecard to assess organizational performance
- > Focuses on Continuous Improvement/Trends
- Applies 4 Performance Categories; Financial, Internal Process, Innovation/Learning about Employee Focus and Customer Focus displayed on performance gauges

Financial FPI's

- Facility Operating CRV Index
 Operating Budget/ Current Replacement Value
- Facility GSF IndexOperating Budget/ Gross Square Feet
- Facility GIE IndexOperating Budget/ Gross Inst. Expenditures
- Capital Renewal Index (CRI)Annual Capital Renewal/Modernization \$/CRV
- Facilities Condition Index (FCI)CR/DM Backlog/ CRV
- Needs Index
- Combines CRI and FCI

Internal Process FPI's

- Cycle Time; Time to complete
- Average Age; Aging of active work orders
- Backlog; Estimated hours needed to get caught up based on F.T.E. count
- Energy Usage; BTU/GSF
- Estimating Index; Comparison of actual to estimated work order expenses
- Project Soft Cost Index; Comparison of non construction related to total project costs

Innovation & Learning, Employee Focus FPI's

- Employee Satisfaction Assessment
- High Score Index; A standard ranking score
- Top Box-Bottom Box Index; Proportion of satisfied to dis-satisfied

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Customer Focus FPI's

- Customer Satisfaction Assessment
- High Score Index
- Top Box-Bottom Box Index

PHILOSOPHY

Facilities Performance Indicators Program

www.appa.org

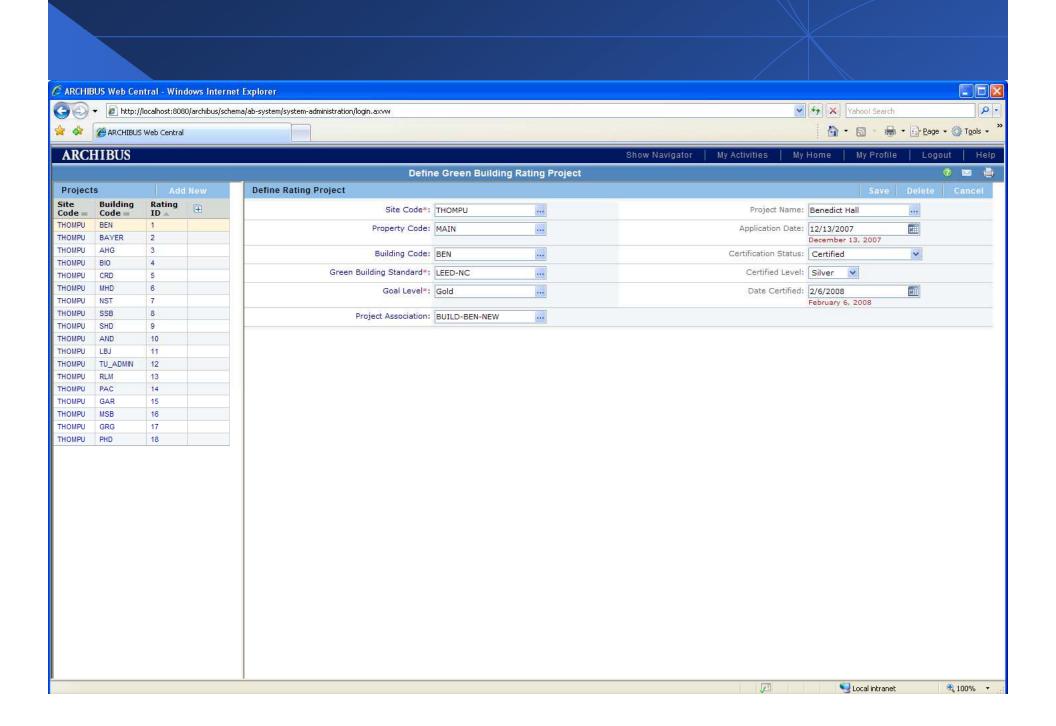
Total Environmental Asset Management Systems Software

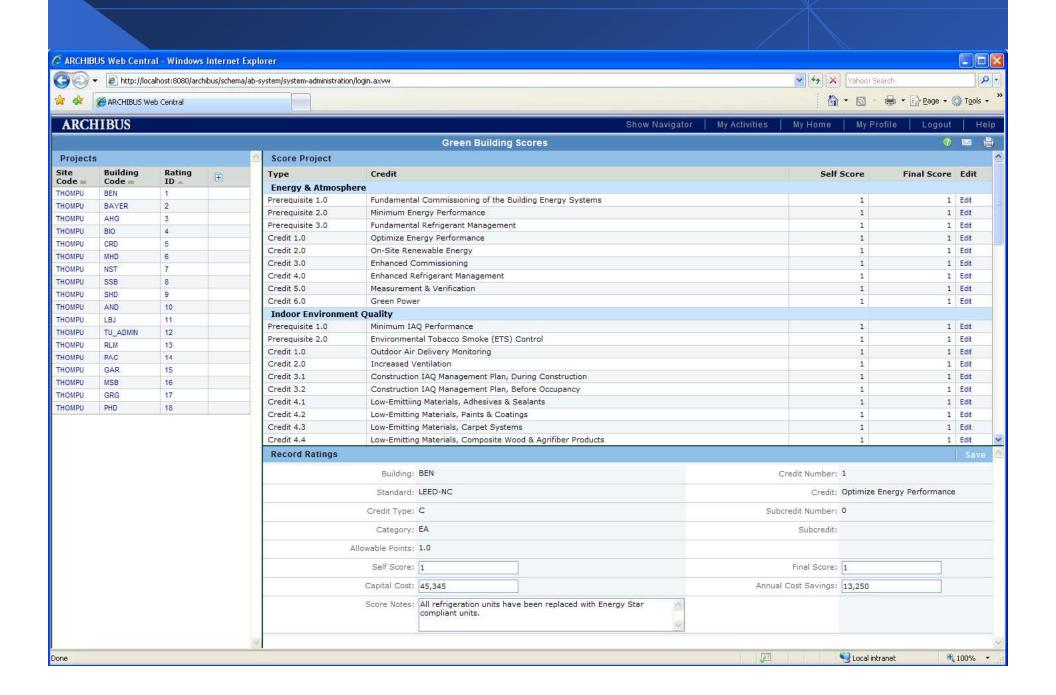
Green Building Module
Presentation for
Inland Empire Tech Week
2009

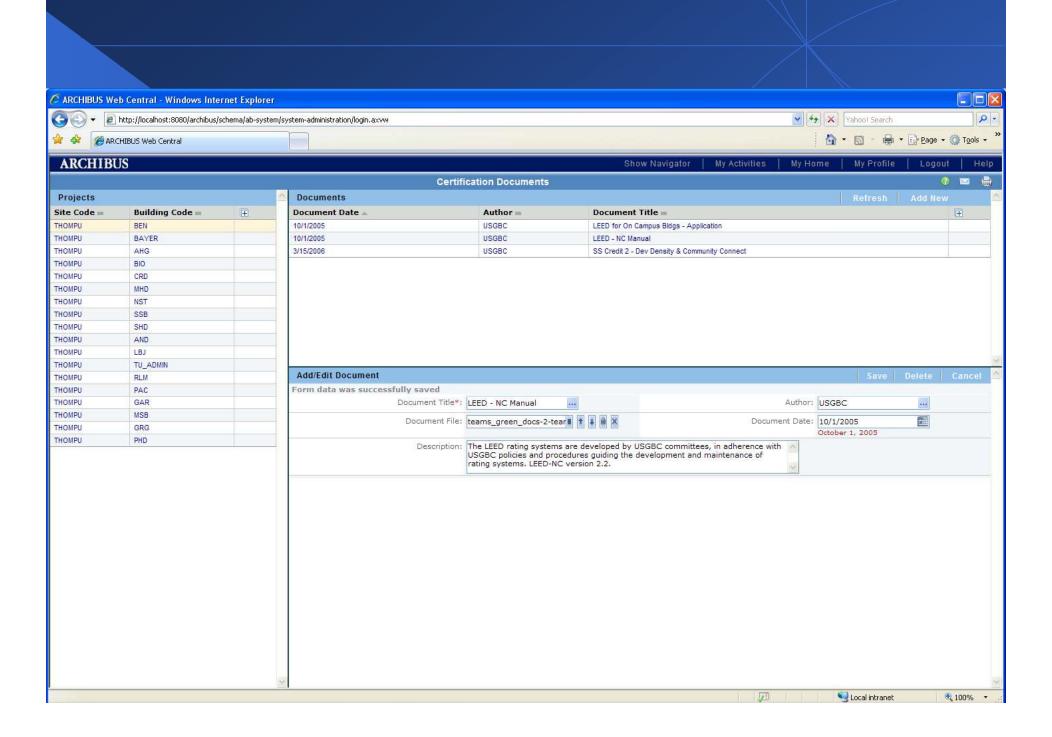
COMPLIANCE & FINANCIAL MANAGEMENT ENVIRONMENTAL MONITORING MSDS MANAGEMENT → Upload and manage data for any media **→** Compare results to internal or regulatory → Plot and review trends on a real-time basis → Consolidate locations & monitoring programs Integrated **EHS Program** Management **Solutions** Record incidents, causes, → Record hazardous materials → Identify problems by location→ Review training; work Record project specific information → Medical monitoring **ENVIRONMENTAL, HEALTH & SAFETY WASTE MANAGEMENT CLEAN BUILDING GREEN BUILDING**

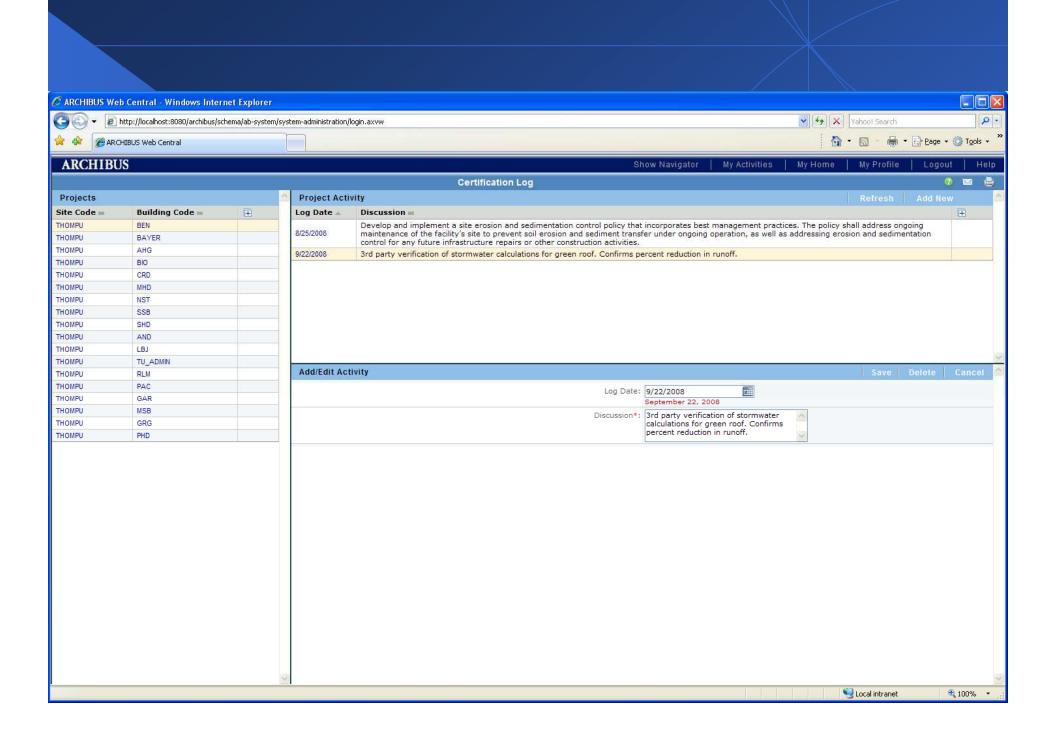
GREEN BUILDING

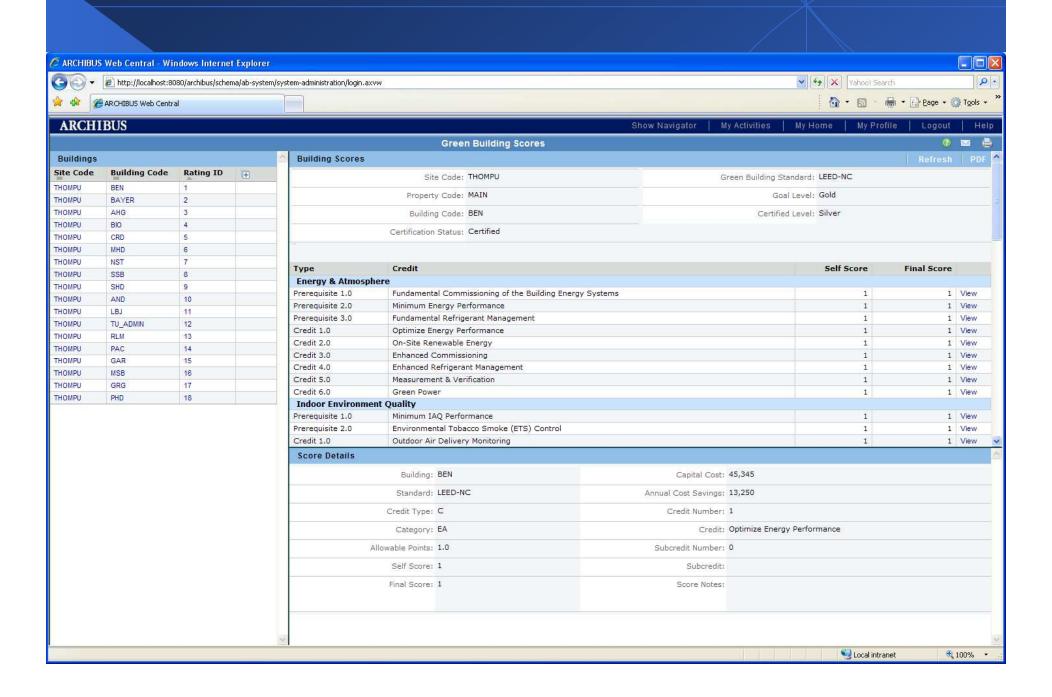
- Document and track progress through LEED or other sustainability and green building certification processes.
 - Calculate Carbon Footprint
 - LEED Step by Step Scoring
 - Use enterprise-wide metrics as part of an integrated sustainability program

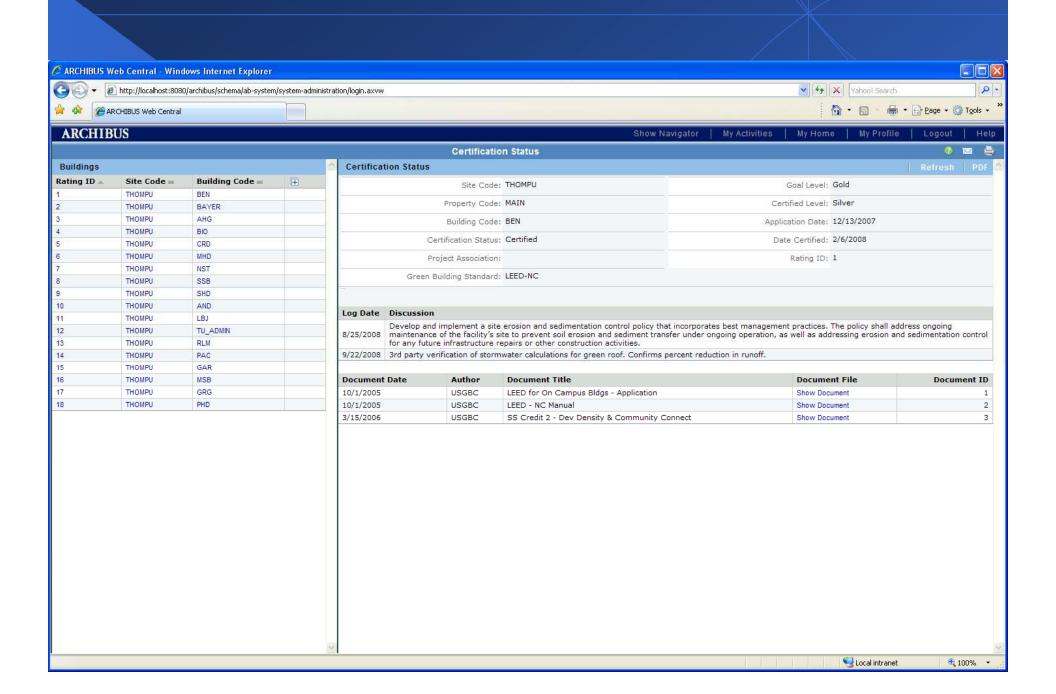


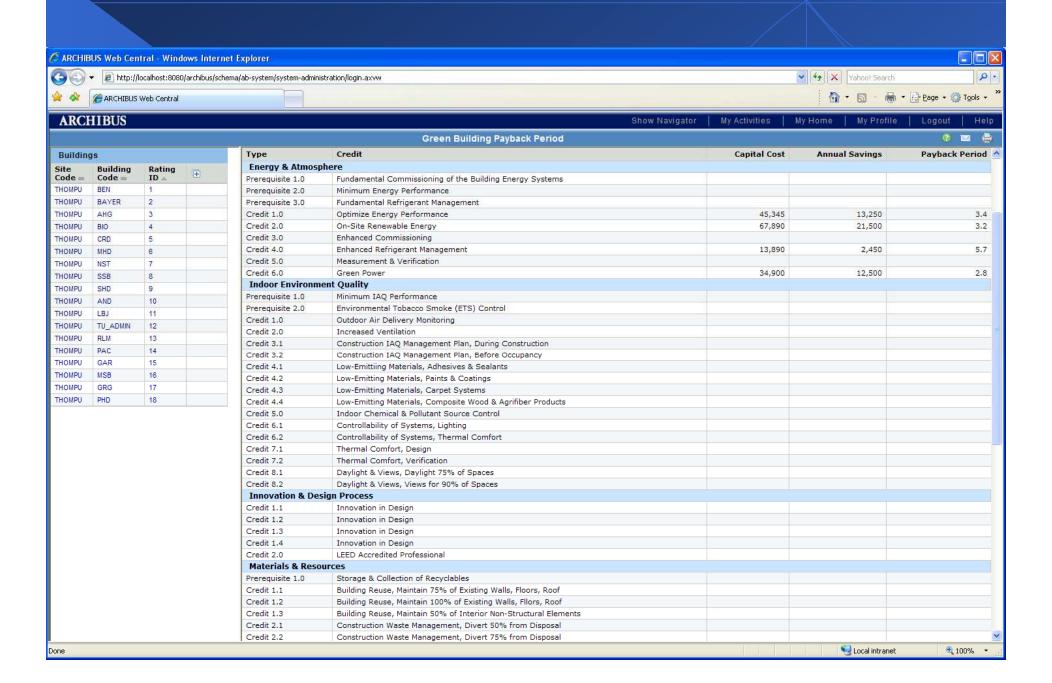


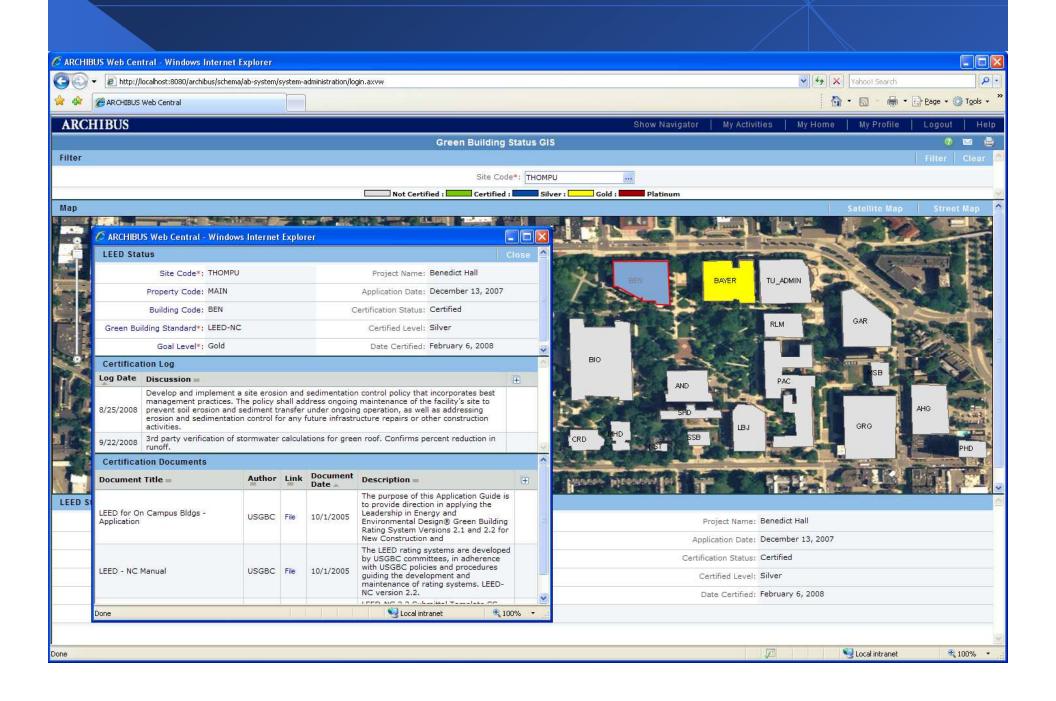


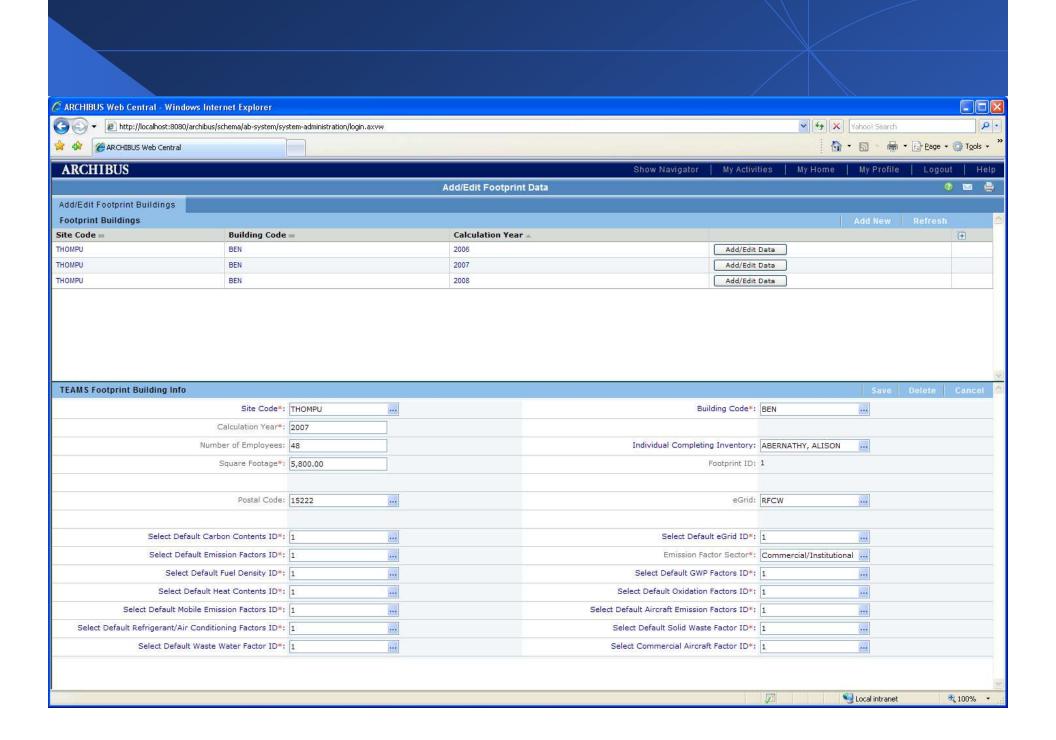


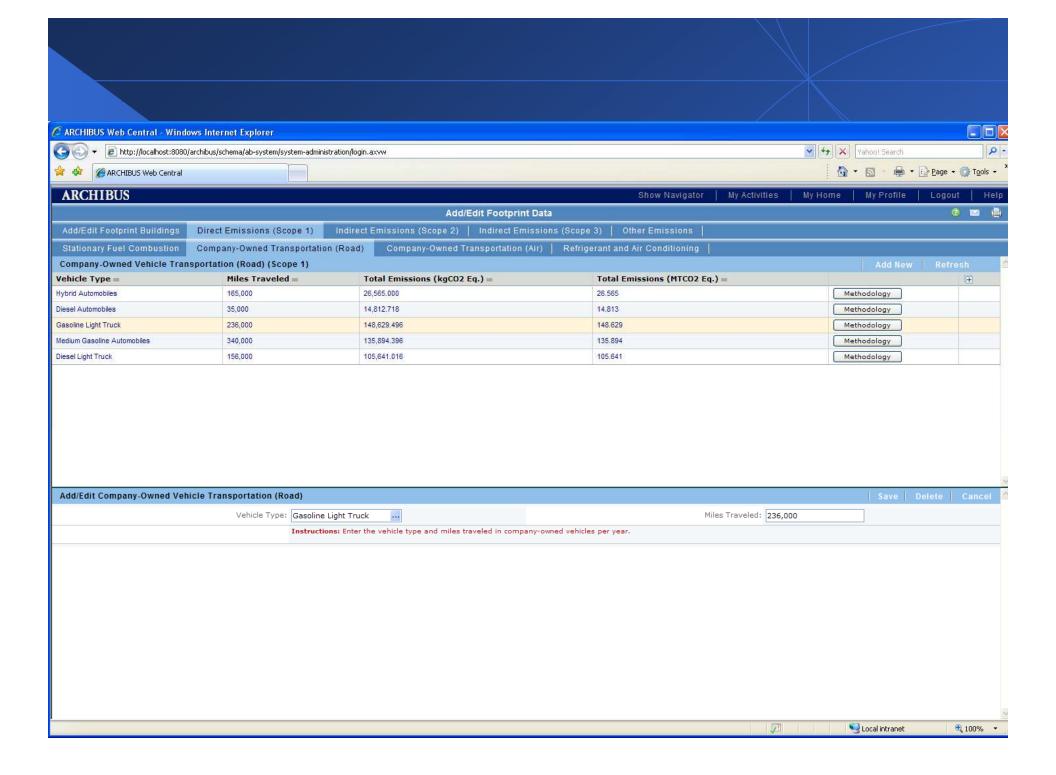


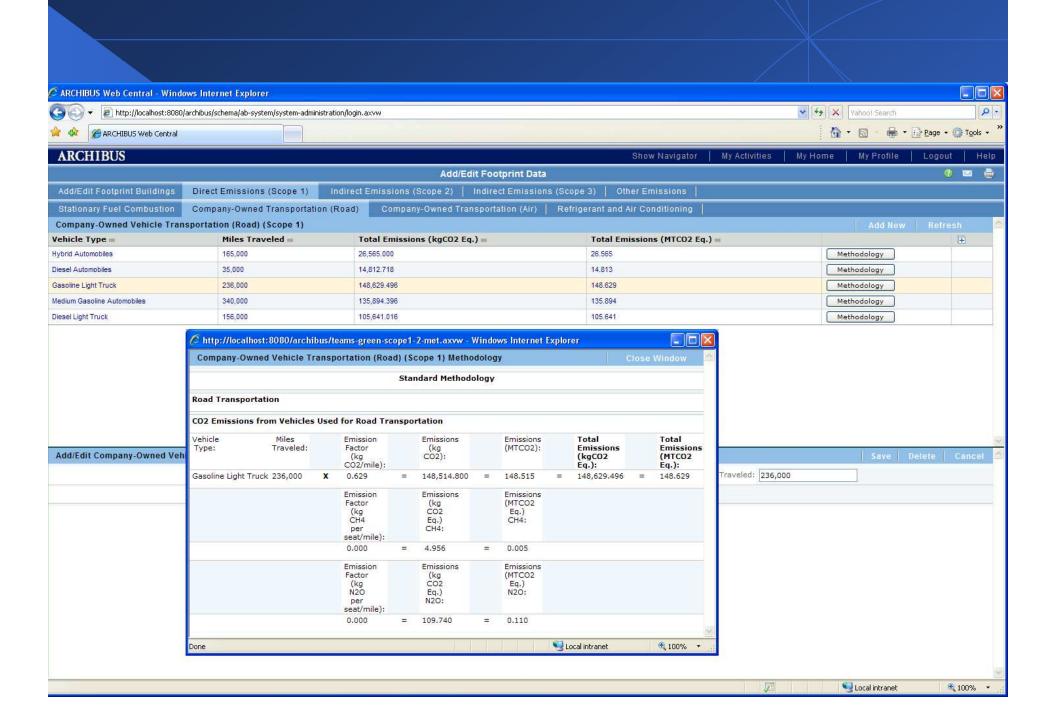


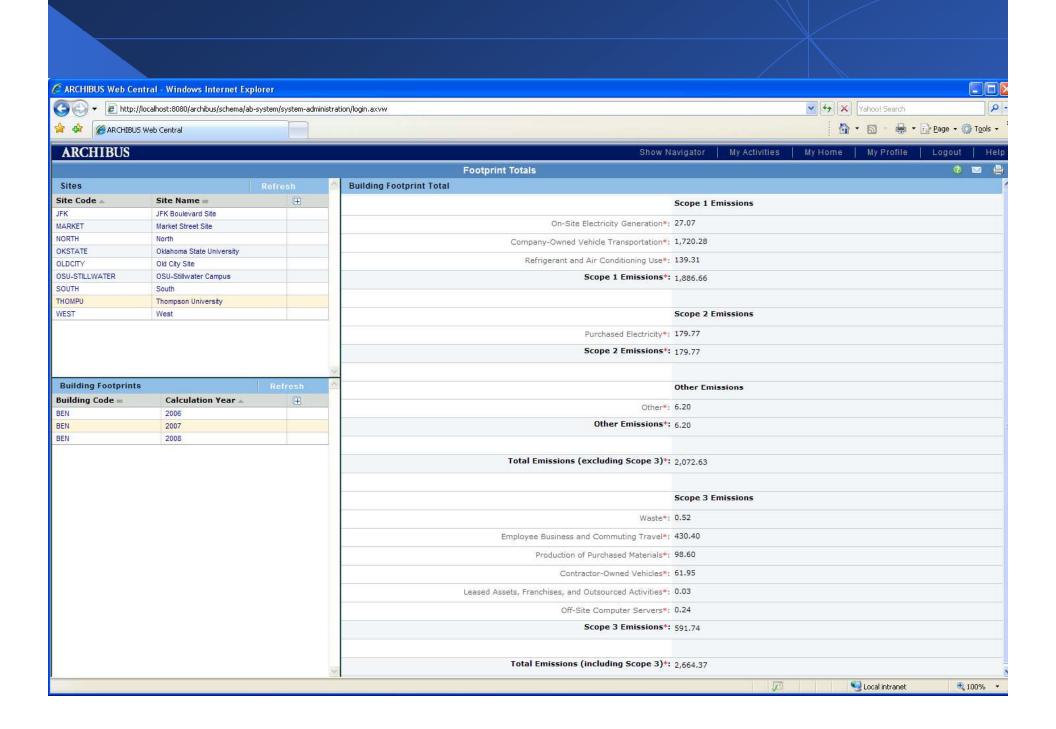


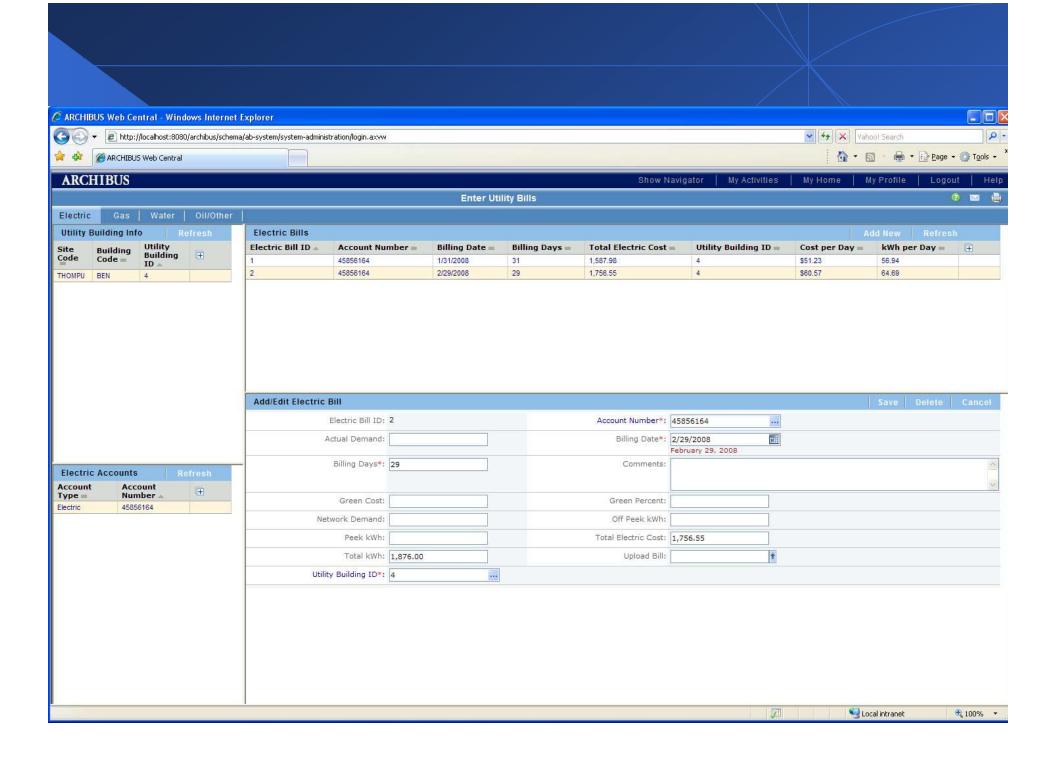












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ESRI Geospatial and Autodesk Revit Facility Management Applications

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Soka University of America



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Thank You for Attending this Session

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